

*Hanoi, August 2022*

**BUILDING STRONGER ORGANIZATION,  
LEVERAGING THE KEY ROLE IN HUMANITARIAN WORK,  
ACTIVELY IMPLEMENTING SOCIAL SECURITY POLICIES  
OF THE PARTY AND STATE**

**Report of VNRC's Central Executive Committee (Tenure X)  
at VNRC's 11th National Congress**

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During the last tenure, the work of Vietnam Red Cross Society (VNRC) and the Red Cross movement was carried out in the context of many advantages: the Party and State continued to pay attention to investing in social security, taking care of people's lives with the motto "*leaving no one behind*", and this has had a positive impact on the activities of VNRC. The VNRC continues to be the largest, most prestigious and influential professional humanitarian organization in Vietnam. In addition, VNRC's work also faces difficulties and challenges: natural disasters and pandemics occur frequently with serious consequences, especially the COVID-19 pandemic since 2020; State management of humanitarian and charity activities is still limited; reduced international humanitarian aid; Organizational apparatus and staff of VNRC still face many difficulties. In that context, by practical activities, VNRC at all levels throughout the country have made great efforts to overcome difficulties, optimize internal resources, implement all aspects of VNRC's work and the Red Cross movement, assist a large number of people in difficult circumstances with the support value of the following year higher than that of the previous years, engaging more and more agencies, organizations, enterprises, benefactors and a large number of people; VNRC's organizational system has been consolidated and stayed stable.

Below is the report of the 10th tenure Central Committee of VNRC on the results of VNRC's work and the Red Cross movement for the period of 2017-2022 as well as the goals, directions, and tasks for the period of 2022-2027:

**PART 1  
ASSESSMENT OF VNRC'S WORK AND  
RED CROSS MOVEMENTS (2017 – 2022)**

**I. SITUATION AND RESULTS OF VNRC'S ORGANIZATIONAL  
DEVELOPMENT WORK**

**1. Organizational structure, personnel and forces of VNRC:**

Currently, VNRC is operating in 63/63 provinces and centrally-run cities; 705 districts, towns, provincially-run cities; 11,925 communes, wards and the equivalent; 103,808 affiliated branches (reduced by 12,716 grassroots-level branches and

equivalents compared with the IX National Congress tenure, largely due to the merger of administrative boundaries and streamlining the number of focal points).

*During the last tenure, the organization of VNRC at all levels continued to be consolidated.* In response to the rearrangement of the organizational apparatus in the spirit of Resolution No. 18-NQ/TW of the Party Central Committee and Decree No. 34/2019/ND-CP of the Government, the organizational apparatus of VNRC at the district, provincial and central levels continues to be streamlined with clear functions and tasks. At the central and provincial levels, the apparatus is arranged in categories: Office (organization, finance, emulation and commendation); Movement (health care, blood donation, social work, disaster prevention and response); Communication, external relations, resource mobilization. A few chapters of VNRC have set up a Fund-Raising Team/Finance-Accounting Department. The district and commune branches of VNRC have assigned leaders and members of the Standing Committee and Executive Committee to be directly in charge of the tasks. Some chapters of VNRC at the provincial level have established centers and clubs to serve their activities. A few provinces have directed to merge organizations which have similar functions and tasks to that of the Red Cross to the Red Cross; consolidating Red Cross' organization in communes/districts after administrative merger; assigning leaders of the local authorities or socio-political organizations to concurrently lead commune and district-level Red Cross branches.

*Membership:* Currently, VNRC has 2,846,125 members from 103,808 branches. Some provinces have started applying information technology to manage members and update membership data into a unified software system. Membership fees have been actively implemented by many provinces and centrally-run cities with the average collection rate of membership fees over 60% (particularly in provinces of Binh Duong, Ca Mau, Da Nang, Dak Lak, Hanoi, Lam Dong, Quang Binh, and Quang Ngai, the rate of membership fee collection is nearly 100%); 33/63 chapters of VNRC have deducted their collected membership fees to VNRC's Central Executive Committee. During the last tenure, VNRC's Central Executive Committee awarded the title "National typical Red Cross member" to 501 Red Cross members who have had excellent performance for 05 consecutive years.

*Red Cross volunteers' work* continues to be maintained. Currently, the whole country has 379,688 volunteers, accounting for 2.71% of the total force of VNRC, distributed in 10,977 teams, groups and clubs. The Central Committee of VNRC issued Resolution No. 21/NQ-TUHCTD dated January 21, 2019 on developing and improving the quality of activities of Red Cross volunteers in the new situation; amending and promulgating the Regulation on organization and operation of volunteers. The Central Committee of VNRC and a number of provinces and centrally-run cities have established a Red Volunteer teams, initially operating effectively in many branches. VNRC and its chapters have always paid attention to honoring and rewarding volunteers. During the last tenure, VNRC's Central Executive Committee awarded the title of "*National Outstanding Red Cross Volunteer*" to 217 Red Cross volunteers.

*Red Cross youth activities in schools* continue to be maintained with the active cooperation of the education sector (incorporating Red Cross youth activities into schools' extracurricular programs, giving priority to reducing teaching hours for

teachers in charge of Red Cross youth activities). By the end of 2021, the whole National Society has 3,928,840 Red Cross youths, gathered mainly in grassroots branches in public schools. Some provinces and centrally-run cities have established Red Cross youth teams to disseminate information about pandemic prevention and control; assisting "addresses for humanitarian assistance" to incorporate "*Each organization, each individual assist one humanitarian address*" campaign into schools. The VNRC's Central Executive Committee has organized a number of youth groups to attend summer camps, exchange and share experiences with a number of national societies and welcome a number of youth groups from different countries to participate in the fifth National Red Cross Youth and Volunteers' Camp in Can Tho city.

## **2. Personnel of VNRC at all levels:**

*VNRC's personnel is one of key area. The number of Red Cross staff has decreased significantly at the central, provincial, district and commune/ward level; the number of key staff of VNRC at grassroots and district levels having to be in charge of additional tasks has increased.* By the end of 2021, VNRC had 16,008 staff: 75 staffs at the National headquarter level (a decrease of 57 staffs compared to the beginning of the tenure); Provincial level has 830 staff; some chapters have been supplemented with full-time staff from the standing office of the Voluntary Blood Donation Steering Committee; district level: 2,041 staffs (252 of whom (accounting for 12.3%) have to in charge of additional work) and commune level 12,409 staffs (6,755 of whom (accounting for 54.4%) have to in charge of additional work). The mechanism of having the chairperson of VNRC branches at the commune and district levels as part-time chairpersons still lacks specific regulations on level of time sharing has directly affected the quality of VNRC's work.

*Regarding policies for VNRC's staff*, in most localities, the chairperson of the grassroots-level branches is entitled to an allowance (according to the basic salary coefficient). The highest allowance level for full-time staff is 2.0 (Binh Duong province); the lowest is 0.38 (Ha Nam province); the lowest increase is 15%; the highest increase is 100% base salary coefficient for part-time staff. However, in many localities, VNRC's staffs that are not civil officers and public employees are only entitled to policies applicable to civil officers and public employees, which has greatly influenced the dedication of many VNRC's staffs. This is also one of the reasons why VNRC's staffs quit their jobs and it is difficult for VNRC to attract good staffs to work in specialized agencies of VNRC.

*Staff planning and training:* The National Headquarters and its chapters have concentrated into staff/leaders planning and training. In many localities, the local authorities at all levels have mobilized and assigned staffs from agencies, authorities and socio-political organizations to work at specialized agencies of VNRC; some staff members of VNRC have been rotated/appointed to take the roles of leaders and managers in the agencies of the Party and government. The efforts of training staff at all levels continues to be invested. VNRC at all levels have actively organized many training courses about the International Red Cross and Red Crescent Movement, skills and professional activities of VNRC and the Red Cross movement, and at the same time appointing staffs to attend training courses to improve their political theory, expertise, skills and state management.

The VNRC NHQs held 114 classes with the participation of 5,185 turns of participants who are key staff at the provincial level and professional staff at all levels; and started developing training materials for aged care workers. Many chapters of VNRC have cooperated well with Provincial Political Schools and the District Political Training Centers to train VNRC's staff, actively developed documents and organized training in the form of face-to-face or online training. The research and standardization of training documents for VNRC's staff in the fields of VNRC's work and the Red Cross movement have always been focused. Many professional documents on VNRC's work have been developed and published/disseminated.

## **II. RESULTS OF VNRC'S MOVEMENTS AND ACTIVITIES**

### **1. Humanitarian social work:**

The highlight of the last tenure is that the VNRC NHQs advised the Secretariat of the Party Central Committee to enable the organization of "*Month of Humanity*" - the month to mobilize the participation of agencies, organizations, businesses, benefactors and people from all walks of life in humanitarian activities. After 5 years of implementation, the total value of funding raised in "*Month of Humanity*" reached VND 2,058 billion; assisted nearly 4.5 million people in difficult circumstances; over 249,300 "addresses for humanitarian assistance" were registered for assistance; free medical examination and medicine were provided for over 665,000 people; over 269,160 blood units were mobilized... "*Month of Humanity*" has raised awareness and social responsibility and attracted many staff, members, agencies, organizations, businesses and benefactors to participate.

The campaign "*Each organization, each individual assist one humanitarian address*" continues to be widely deployed with many new and creative features. VNRC at all levels has surveyed and supported over 490,000 "*addresses for humanitarian assistance*" with a value of nearly 1,470 billion VND, donated 3,468 Red Cross houses; nearly 60% of "*addresses for humanitarian assistance*" have been supported by agencies, organizations and businesses through VNRC's connection. During the last tenure, the Steering Committee of the Government's Project "*Development of a Vietnamese Digital Knowledge System*" (shortened as iNHANDAO) has supported VNRC in deploying the technology platform in humanitarian activities, building an "*electronic humanitarian system*" in order to directly connect organizations, individuals and donors to "*addresses for humanitarian assistance*", and at the same time applied this platform for management, coordination and inspection of activities. The system has received nearly 70,000 addresses for humanitarian assistance from 63 provinces and centrally-run cities, processed and uploaded over 18,000 "*addresses for humanitarian assistance*" to the system. This campaign has continued to confirm the right approach in supporting the poor and disadvantaged people; ensuring the concentration of resources; promoting the social responsibility of agencies, organizations, businesses and philanthropists; and promoting the core, bridging and coordinating role of VNRC.

The movement "*Tet for the poor and Agent Orange victims*" continues to be widely deployed. The new feature of the Movement is the synchronous and unified direction in the system; the participation of the Party committees, local authorities, more and more agencies, organizations, businesses and philanthropists has become a

movement of the whole society. Some levels of VNRC have integrated the implementation of the Movement into free medical examination, health consultation, medicine supply for the poor, people with disabilities, traffic accident victims, families entitled to support policies, families of officials and soldiers who are on duty on difficult seas and islands. During the tenure, VNRC mobilized and provided more than 13.7 million Tet gifts with a total value of over VND 5,472 billion, nearly 1.5 times higher than the IX tenure.

*The "Cow Bank" Project* continues to be implemented flexibly and creatively. During the last tenure, VNRC at all levels mobilized financial support in order to provide 19,395 cows (worth over 230 billion VND) to needy people. VNRC at some levels have also changed the type of support, ensuring it is suitable to the conditions of each region and the need and ability of the people.

*The value of humanitarian aid of VNRC in the last tenure reached over VND 16,254 billion, helping over 43.5 million people (2.6 times higher in value and 2.4 times higher in number of people supported compared to the IX tenure).*

## **2. Health care:**

### ***2.1. Prevention of COVID-19 pandemic, first aid, medical examination, and clean water and sanitation:***

The highlight in the last tenure is that VNRC at all levels actively participated in COVID-19 pandemic prevention and control; organized 30,788 communication sessions on COVID-19 prevention and control with the 5K message of the Ministry of Health, "*Wash hands with soap and clean water properly, use facial masks properly and rationally*"; distributed 187,900 leaflets; donated nearly 17.3 million masks, nearly 2,050,000 bars of soap//bottles of antiseptic solution; provided 235,540 sets of personal protective clothes for pandemic prevention and control and essential necessities for concentrated isolation points, medical facilities and people. The Central Committee of VNRC called for Red Cross staff, members and volunteers to support people in responding to the COVID-19 pandemic; organized the Campaign "*Connecting the community - Overcoming challenges*", Program "*Supporting migrant workers and workers returning to their hometowns from the pandemic area because they lost their income due to the impact of the COVID-19 pandemic*"; The program "*commodity package for needy families*" with the value of nearly 1,022 billion VND, 120 billion VND of which was mobilized by VNRC's Central Executive Committee to support its chapters. Some chapters of VNRC such as: Ho Chi Minh City, Hanoi, Bac Giang, Hai Duong, Da Nang, Binh Duong, Dong Nai, Tuyen Quang, Bac Ninh, Khanh Hoa... did make good achievements in response to the pandemic.

First aid activities were improved. VNRC's Central Executive Committee has completed the Red Cross first aid training manual. The document was appraised and approved by the Ministry of Health in 2018 and issued for consistent use throughout VNRC. Since 2019, there have been nearly 200 standardized and newly trained first aid trainers, and 113 of whom have been granted certificates and cards of first aid trainers by VNRC's Central Executive Committee. During the last tenure, VNRC at all levels organized first aid training for nearly 660,000 people, equivalent to about 0.78% of the population, disseminated knowledge about first aid to more than 2.7 million people, equivalent to about 2.9% of the population, exceeding the target set

by the X Congress. VNRC's first aid stations/points continued to be standardized according to regulations. 06 Red Cross first aid stations and 536 Red Cross first aid points were licensed to operate, promptly supporting accident and injury victims before the victims could reach medical facilities/staff.

*Regarding humanitarian medical examination*, VNRC at all levels has conducted a review of 5 years of implementing the conclusions of the Central Committee of VNRC on strengthening and developing the model of the Red Cross mobile medical examination and treatment in the new situation. At present, VNRC still maintains 500 mobile medical examinations and treatment teams in 43/63 chapters of VNRC; consolidated and standardized 736 medical facilities and clinics (reducing 453 facilities compared to the beginning of the tenure due to ineligibility to operate as prescribed). Free medical examination, health consultation, and medicine supply continued to be maintained in needy areas with over 28.6 million beneficiaries. The Red Cross ambulance model for transporting poor patients continues to be maintained and invested in a number of southwestern provinces such as: An Giang, Tien Giang, Dong Thap, Can Tho, Vinh Long, Soc Trang, Tra Vinh ...

During the last tenure, VNRC has also mobilized funding to build more than 9,398 clean water works (drilling wells, constructing water tanks) and nearly 4,584 sanitation works for households in difficult circumstances.

## ***2.2. Disseminating and campaigning for voluntary blood donation:***

Dissemination and mobilization of voluntary blood donation has been carried out more and more widely with many innovations, increasing the activeness of localities in holding campaigns and big events, reducing pressure on organization time and at the same time maximizing local forces to participate in organizing the events. In the context of the COVID-19 pandemic, VNRC at all levels actively integrated Dissemination and mobilization of voluntary blood donation into dissemination on COVID-19 prevention and control, ensuring safe blood donation, basically ensuring adequate blood donors for emergency and patient treatment.

Currently, the Steering Committee for voluntary blood donation maintains operations in 100% of provinces and centrally-run cities; 99% at district level and 86% at commune level. VNRC has newly established and maintained over 4,000 voluntary blood donation clubs with nearly 132,000 members. VNRC branches at all levels have coordinated with the Steering Committee for voluntary blood donation at the same level to train nearly 167,000 key staff and volunteers on voluntary blood donation; distributed more than 3.8 million leaflets, pictures and posters on voluntary blood donation and safe blood donation, COVID-19 disease prevention and control. Some major events and communication campaigns such as: "*Voluntary blood donation during Tet holiday*" and "*Red Spring Festival*", "*Red drops of blood*", "*Red Journey*", "*The day of all people engaging in voluntary blood donation – the 7<sup>th</sup> of April*", "*World Blood Donor Day - June 14*" continue to be co-organized impressively every year. Some models: blood donation streets, blood donation families, blood donation family lines... continue to develop.

The total amount of blood collected from 2017 to the end of 2021 reached over 7.1 million blood units, of which: the percentage of voluntary blood donors increased from 97.5% in 2017 to 99.5% in 2021; the number of blood units received nearly 1.3 million units in 2017 increased to more than 1.4 million in 2021,

equivalent to 1.5% of the population involved in donating blood (an increase of nearly 0.3% of the population as blood donors compared to the beginning of the tenure); the percentage of blood units received at a volume of 350ml and over reached nearly 60% (an increase of 20% compared to the beginning of the tenure).

### ***2.3. Disseminating and campaigning for tissue and organ donation:***

VNRC has been able to mobilize nearly 27,600 people to register to donate human tissues and organs, of whom: 671 people have donated corneas; 02 people have donated body organs after their death (*mainly in Ninh Binh and Nam Dinh*). The Central Committee of VNRC collaborates with the National Center for Organ Donation to train VNRC's staff on dissemination and campaigning for human tissue and organ donation; developed and distributed nearly 1,000 brochures and 20,000 leaflets on tissue and organ donation to VNRC branches at all levels and people.

*The value of activities in the field of people's health care reached over VND 3,189 billion, helping more than 40.8 million people in need (1.1 times higher in value and 1.85 times higher in number of supported people than during the Tenure IX).*

### **3. Disaster prevention and response:**

During the last tenure, the Central Committee and the chapters of VNRC always actively participated in disaster prevention and control activities; signed a program of cooperation with the Agriculture and Rural Development sector, the Steering Committee for natural disaster prevention and search and rescue at the same level. Up to now, representatives of 63/63 chapters of VNRC are members of the Provincial Steering Committee for Natural Disaster Prevention and Control and Search and Rescue. The Central Committee of VNRC directed the development of preparedness plans and inspected the natural disaster prevention and control in the localities; implementation of a framework for safe housing, clean water and sanitation in emergency situations, a forecast-based financial support model; directed the implementation of software and tools to assess disaster prevention and response activities, overcoming consequences of natural disasters and piloting an early action framework for heat, rain and floods supported by partners in the Movement.

During the last tenure, 134,295 turns of staff at all levels of VNRC were trained on disaster prevention and response (including 627 central level trainers and facilitators); 37 provincial response teams were consolidated (9 teams had the participation of some members from the Commanding Committee for Disaster Prevention and Search and Rescue); maintaining 671 community-level disaster response teams established by VNRC. VNRC's Central Executive Committee has consolidated warehouses and mobilized more reserves; issued guidelines for building safe communities with 4 specific criteria; most of the Emulation Clusters chose units to build safe communities as pilot models; 15 communes in 8 provinces implemented the model, and 05 of the communes have met all of the 04 criteria.

During the last tenure, the Central Executive Committee of VNRC issued 03 calls to support people affected by drought and saltwater intrusion and to support the flood-prone central provinces; has mobilized, received and supported the Mekong Delta provinces over VND 102 billion; providing people in the Central region affected by floods and rains with a financial support of over VND 237 billion.

*The value of support activities in disaster prevention and response reached over VND 1,777 billion, supporting nearly 5.2 million people.(2.37 times higher in value and 1.8 times higher in number of people supported compared with that of tenure IX).*

#### **4. Dissemination activities of VNRC at all levels:**

Dissemination activities of VNRC always closely follow the movements of VNRC. Many chapters of VNRC have also actively reported on the activities of grassroots branches on the local radio and television systems. All major activities and events of VNRC have clear, concise and meaningful messages and themes. VNRC at some levels have gradually applied new and modern forms of communication, such as: communication through social networks, organizing contests on social networks, organizing events associated with live television, using digital communication channels. VNRC's Central Committee has issued "*Guideline for the branding strategy of VNRC*" to all levels of VNRC, ensuring consistent use of the guideline in VNRC's system. The dissemination of humanitarian values and Ho Chi Minh's humanitarian thought has been highly focused and is a fundamental task of VNRC.

*Media and communication agencies of VNRC* have innovated the content and form of press publications; activities of VNRC at all levels have been reported, updated and reflected fully. VNRC's *Humanitarian Television* organized annual television reportage contests on humanitarian topics, and organized "*Tet of Kindness*" in disadvantaged areas. *Humanitarian Work magazine* now has a website with English version to enhance foreign affairs information and also has a thematic section called "*Ethnic Minority and Mountainous Areas*" (supported from the state budget) with over 22,000 copies/volume. The Central Committee of VNRC has changed the interface of its website, upgraded the website administration software, renewed the content and form of VNRC's website.

*Communication on mass media outside VNRC* is a clear change. The chapters of VNRC always actively coordinate with the local media agencies to promptly propagate activities of VNRC at all levels. Currently, 36 chapters of VNRC have Red Cross and humanitarian section in local newspapers, introducing "addresses for humanitarian assistance" to call for help. Each year, VNRC at all levels organized over 180,000 communication sessions in the community; about 42,900 news and dissemination articles about VNRC were published on the central and local mass media and VNRC's publications. The website of VNRC's Central Executive Committee Vietnam publishes about 800 articles and articles each year with about 1.5 million visitors per year. Up to now, 50 chapters of VNRC have websites, all linked to VNRC's Central Executive Committee's website. The Central Committee of VNRC and 59 chapters have set up a Fanpage/Facebook page, in which VNRC's Central Executive Committee's Facebook page has attracted 10,425 page likes and 16,114 followers.

The work of information for international cooperation has improved. Much information about VNRC's activities, models, and experiences (especially during the peak period of COVID-19 pandemic prevention) was shared with partners inside and outside the International Red Cross and Red Crescent Movement. Some models and experiences of international partners in resource mobilization, building safe

communities, developing organizations and volunteer networks, digital transformation, etc. have also been studied and applied in activities of VNRC. The use of the Red Cross Emblem and VNRC's Logo basically complies with applicable regulations.

### **5. Resource mobilization:**

Right from the beginning of its tenure, the Central Committee of VNRC issued Conclusion No. 86/KL-TUHCTD on continuing to implement Resolution No. 03/NQ-TUHCTD, tenure IX on "*Improving the efficiency of resource mobilization activities by VNRC in the new situation*". The awareness of VNRC at all levels on resource mobilization has changed positively; the direction on mobilization of resources has been strengthened; the amount of money and goods for humanitarian activities increased every year. Through resource mobilization, the humanitarian mobilization capacity of VNRC's staff in many places has been improved; VNRC's partnership with organizations, businesses and benefactors in many places in humanitarian activities has been consolidated and developed. Along with previous forms of resource mobilization, VNRC at all levels have actively organized events, conferences to promote humanitarian activities/partnership conferences, and programs to sign cooperation agreements with agencies and organizations in humanitarian activities (such as: opening the system of Humanitarian Funds Boxes in the entire postal system at provincial and district levels across the country on the occasion of "*Humanitarian Month*"); promoted the role of honorary presidents and former honorary presidents of VNRC at all levels in humanitarian activities.

During the last tenure, the Central Committee of VNRC implemented 88 projects and a number of non-project activities sponsored by international partners with a total committed and disbursed budget of about VND 280 billion (average of around 20 projects, non-project aid/year), and at the same time directing campaigns to support other countries seriously affected by natural disasters. The reception and management of non-governmental projects were all implemented in accordance with applicable regulations, ensuring publicity and transparency, contributing to strengthening the trust of the people and donors.

### **6. International cooperation in humanitarian activities:**

During the last tenure, VNRC continued to develop and strengthen its cooperation relationship with partners inside and outside the International Red Cross and Red Crescent Movement; maintaining and expanding partnerships with agencies, organizations and enterprises with foreign elements in order to mobilize more resources for humanitarian activities. The role of VNRC in international humanitarian forums continues to be affirmed, especially in pandemic prevention and control activities, disaster prevention and response, and capacity building for organizations. ... VNRC successfully hosted the Conference of Leaders of National Red Cross and Red Crescent Societies in Southeast Asia in 2017 and 2019, was honored to receive the ASEAN Award for School Safety Initiative; actively contributed to the activities of the General Assembly of IFRC, the 22nd Council of Representatives and the 33rd International Conference of the Red Cross and Red Crescent in Geneva (Switzerland) in 2019; forum activities on nuclear disarmament, cluster munitions; joined the Executive Board of the Asia-Pacific resource mobilization network. In the fight against the COVID-19 pandemic, VNRC

implemented many international support activities; proposed initiatives and successfully organized an online conference of leaders of National Red Cross and Red Crescent Societies in Southeast Asia on COVID-19 prevention and control; represented IFRC to share successful lessons in COVID-19 prevention and control at an online meeting of UN delegations.

VNRC actively proposed and signed a tripartite humanitarian cooperation agreement with the Lao Red Cross and Cambodian Red Cross for the period of 2017-2022; developed a strategic cooperation plan with the American Red Cross and implemented the commitment in the Memorandum of Understanding signed in 2017 with the Red Cross Society of China. Representatives of the leadership of VNRC's Central Executive Committee participated in the Party's high-level delegation's visit to China; accompanied the Prime Minister's delegation to the Conference on Climate Change (COP26) in the UK and visiting the UK and France; promptly organized a relief delegation to visit and give gifts to Lao people affected by the failure of a hydroelectric dam in Atopoi in 2018, giving gifts to poor overseas Vietnamese in the Tonle Sap area of Cambodia.

The Central Committee of VNRC has also actively taken the role of a technical focal point as well as coordinating the activities of working groups on cash support and emergency accommodation with UN partners; signed 13 MoUs with partners of the International Red Cross and Red Crescent Movement and some other international organizations. Some provinces and centrally-run cities signed cooperation programs with neighboring provinces and centrally-run cities of China, Laos and Cambodia, organized experience exchange, provided professional training on Red Cross work, visited, gave gifts, and provided medical examination and treatment for people in areas affected by natural disasters and pandemics.

## **7. Leadership, inspection, and emulation-reward of VNRC:**

### ***7.1. Leadership and direction of VNRC:***

The leadership and direction of VNRC at all levels continued to be renewed. The leaders of VNRC at all levels assigned clear tasks to the right people, promoted collective strength, innovated leadership style, gradually applied information technology in direction and administration. The direction towards and organization of movements of VNRC continued to innovate, more clearly defined the objects, locations, methods of implementation with realistic targets; linking assistance to the poor and vulnerable communities with the socio-economic development task of the locality.

VNRC's Central Executive Committee directed chapters and branches to review 10 years of the "*Tet for the poor and Agent Orange victims*" movement, 10 years of the campaign "*Each organization, each individual assist one humanitarian address*", 10 years of the "Cow Bank" project and many other models of humanitarian activities, creating an important premise for the direction and determination of tasks and appropriate solutions to VNRC's movements and humanitarian models.

The Central Committee of VNRC directed the review of the implementation of VNRC's Development Strategy to 2020 and promulgated the Development Strategy of VNRC to 2030, with a vision to 2045 with the theme "Innovation for Sustainable Development", setting out strategic priorities for the development of

VNRC's organization, humanitarian activities, propagation of humanitarian values, mobilization of resources, and major undertakings on policy advocacy and partnership development and international cooperation in the humanitarian field, contributing to orientation, creating unity and synchronization in the work of VNRC and the Red Cross movement nationwide.

### **7.2. Inspection:**

The Executive Boards and Standing Committees of VNRCs at all levels paid attention to and directed the implementation of the inspection work of VNRC, organized inspection teams to inspect the observance of VNRC's Charter, the Law on Red Cross activities, the implementation of resolutions after congresses of VNRC at all levels; thematic inspections. Through the inspection, the National Society, Chapters and branches of VNRC promptly got aware of the difficulties as well as discovered and proposed new models and effective ways of working, overcame the shortcomings in directing and organizing the implementation of VNRC's work, contributing to preventing mistakes, strengthening the trust of organizations and people towards VNRC's activities.

### **7.3. Emulation and commendation:**

The commendation work complied with the prescribed standards and procedures; the commendation and reward quality was improved, ensuring publicity and transparency. During the tenure, VNRC's Central Executive Committee awarded 13,248 Medals "*For the cause of humanity*"; 39,848 Certificates of Merit for collectives and individuals; 124 Emulation flags for units which were excellent for 3 consecutive years in VNRC's work and the Red Cross movement at the provincial level; 208 units which were excellent for 5 consecutive years in VNRC's work and the Red Cross movement at the district level; awarded the title of "*National Excellent VNRC staff*" to 134 staff members, the title of "*National Outstanding Red Cross Member*" to 501 members, the title of "*National Outstanding Red Cross Volunteer*" to 217 volunteers; commended 48 collectives and individuals at all levels of VNRC.

## **8. Advising the Party and government; coordinating with agencies, organizations and enterprises in VNRC's work and Red Cross activities:**

During the last tenure, the Party and Government continued to pay attention to leading and directing humanitarian work in general and VNRC's work in particular. The Secretariat of the Party Central Committee agreed to organize the "Humanitarian Month" (piloted for 3 years from 2018-2020 and officially implemented since 2021), issued Directive No. 47-CT/TW dated November 3, 2020 on the leadership of the Congress of VNRC at all levels and the 11th National Congress of VNRC for the tenure of 2022-2027; The Prime Minister issued Directive No. 18/CT-TTg dated July 9, 2018 on "*Improve the effectiveness of humanitarian work and Red Cross activities in the new situation*". The Politburo, the Secretariat and the Standing Committees of the provinces and centrally-run cities have paid attention to appointing leaders as honorary presidents of VNRC. Honorary presidents have periodically worked with VNRC, directed relevant agencies to create enabling conditions for VNRC to operate effectively. Most of the Party Committees of provinces and centrally-run city have issued guidance on "*Humanitarian Month*", some movements and humanitarian campaigns of VNRC, congresses of VNRC at local levels. In some places, Party

Committees have mobilized staffs and party members to participate in Red Cross activities, registered to help "addresses for humanitarian assistance" and considered it as one of the annual evaluation criteria for ranking party members.

### **III. GENERAL ASSESSMENT AND LESSONS LEARNED**

#### **1. Outstanding results and reasons:**

##### ***1.1. Outstanding results:***

The results of VNRC's work and the Red Cross movement in the past tenure have confirmed: The Resolution of the 10th National Congress of VNRC has been seriously and comprehensively implemented by VNRC at all levels, achieving many important targets, creating a premise for a new tenure. The total value of activities for the tenure reached **23,128 billion VND** (more than 2.36 times the total value of activities of the 9<sup>th</sup> tenure; average operating rate reaching 10.3 times (an increase of 2.7 points compared to the 9<sup>th</sup> Congress tenure). Movements, campaigns and key tasks of VNRC are implemented in line with the process of socio-economic development, sustainable poverty reduction at the local and grassroots levels and adaptation in the context of COVID -19; many new and effective models spread widely. Policy advocacy was focused; the direction and administration were innovated; communication, resource mobilization, international cooperation in humanitarian activities were strengthened; The management of VNRC's revenue sources were in compliance with existing regulations.

VNRC's activities have practically helped nearly **90** million turns of people with difficult circumstances, vulnerable people; have profound educational and humanistic meanings, contributing to the implementation of social security policies of the Party and State, spreading humanitarian values in society; were recognized and appreciated by Party committees, authorities and people at all levels. The role of VNRC in society and in the International Red Cross and Red Crescent Movement continues to be affirmed.

##### ***1.2. Reasons for the outstanding results:***

- VNRC always receives the attention and guidance from the Party and State. Most of the Party committees and authorities in many localities have paid attention to directing humanitarian and charitable activities and developing VNRC's organization, creating a position for VNRC, mobilizing staff, party members, many agencies, organizations, businesses, benefactors and local people to support and participate in humanitarian activities of VNRC.

- VNRC at all levels always adhere to the policy of the Party and State on social security and humanitarian needs from the grassroots to organize movements, campaigns and humanitarian tasks, ensuring practicality and high educational significance.

- The Executive Committee and Standing Committees of VNRC at all levels are dynamic, creative in directing the work of VNRC and the Red Cross movement. The staff of VNRC, especially the key staffs of VNRC at the provincial and district levels are enthusiastic, creative, and proactive in directing and organizing VNRC's activities in accordance with the local conditions.

#### **2. Limitations and causes:**

##### ***2.1. Limitations:***

The organizational structure of VNRC in many places is still weak with low operational efficiency. The work of VNRC's staff is increasingly difficult. Membership work still lacks solutions to gather members and take care of members' interests. Red Cross volunteer work was not innovative enough and had no breakthrough changes yet. Activities of Red Cross youth in schools were still limited, irregular and not substantive. The formation of a coordination mechanism in humanitarian and charity activities was still inadequate.

At times, the direction of VNRC's Central Executive Committee was still confusing, passive, and focused a lot on movements without paying enough attention to VNRC's work and policy advocacy. Emulation and commendation still showed signs of evaluating and treating everyone/everything in the same way (this may lead to unfairness), not closely following the emulation and commendation criteria, not close to the regional and local contexts. Information and statistics were duplicated and inaccurate. The status of petitions, letters of denunciation and complaints still occurred at the central and local levels; some key staff members of VNRC who violated the law and regulations were disciplined. The target of increasing the number of volunteers by 10% did not was not met (actually a decrease by nearly 22,000 volunteers compared to that of the IX Congress tenure). The establishment of a Blood Center under VNRC's Central Executive Committee has not yet been implemented.

## ***2.2. Causes of limitations:***

*a) Subjective causes:* staffs at all levels of VNRC are thin; the capacity of VNRC's leaders, especially the leaders in some places, is still limited; many members of VNRC were not dedicated in their work; the number of VNRC's part-time key members at commune and district levels increased; the direction for implementing some new guidelines and targets was not drastic enough and lacked inspection in order to have appropriate adjustment solutions; some targets were not close to reality. The consultation and suggestion of mechanisms and policies related to the organization and operation of VNRC were of low efficiency. Research, evaluation and situation forecasting were not adequately focused and invested.

*b) Objective causes:* Party committees and authorities at some levels did not pay enough attention to VNRC; policies towards VNRC staff were delayed for a long time; State management of humanitarian and charitable activities was still inadequate, resources for humanitarian and charitable activities were scattered, and there was a lack of a unified coordination mechanism; natural disasters and pandemics occurred frequently, especially the COVID-19 pandemic from 2020 which had a profound impact on VNRC's activities; International support for humanitarian action decreased.

## **3. Some lessons learned:**

a) Ensuring the leadership and involvement of the Party committee at all levels in humanitarian work and the effective management of the State over humanitarian and charitable activities is a decisive factor to the success of the development and fulfillment of VNRC's mission.

b) Build VNRC personnel with prestige, enthusiasm and professionalism. Especially the leaders of VNRC at all levels must be able to strengthen the solidarity and inspire others in VNRC's work.

c) VNRC's activities must be practical, effective, with clear identity; closely follow the humanitarian needs of the grassroots; be highly educational and always associated with the development of cooperation with agencies, organizations, businesses, benefactors; be close to the priorities and desire of partners and businesses in fulfilling their social responsibility.

d) Pay more attention to building united, prestigious and professional branches and chapters of VNRC so that every Red Cross staff, member, volunteer, youth is always proud of VNRC and dedicated to the work of VNRC; so that people, agencies, organizations, businesses and benefactors trust in VNRC, wholeheartedly support and be ready to accompany VNRC in humanitarian and charitable activities.

e) Strengthen the role of inspection and supervision; Have strong determination in the implementation of new policies; ensure democracy, discipline, creativity, voluntariness, autonomy and transparency in the organizational structure and activities of VNRC.

## **PART 2**

### **DIRECTIONS FOR VNRC'S WORK AND RED CROSS MOVEMENTS (2022 – 2027)**

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#### **I. BACKGROUND, OPPORTUNITIES AND CHALLENGES**

##### **1. General context and challenges for humanitarian activities:**

Sustainable development, digital economy, green growth are trends in the world; Science, technology, and innovation are increasingly becoming decisive factors in improving and enhancing people's lives on a global scale. In Vietnam, after more than 35 years of reform, the country has achieved many great achievements; the quality of economic growth has continued to improve, which has contributed to improving all aspects of people's life.

Besides the above achievements and positive trends, humanitarian activities in Vietnam as well as globally are facing unprecedented challenges as follows: *i)* Climate change is happening very complicatedly in a bad way; natural disasters, human-caused incidents, pandemics (typically the Covid-19 pandemic) occur more and more frequently with increasingly serious consequences; *ii)* The process of urbanization and migration takes place rapidly, giving rise to social problems, causing vulnerability of a part of the population; *iii)* The process of population aging is rapid; the gap in income and living standards between the population classes is becoming larger and larger, which has put great pressure on the social security system; *iv)* Armed conflict and risk of war in the world has significant impacts on the general work of IFRC.

##### **2. Opportunities and direct challenges for VNRC:**

Over 75 years of development, VNRC has affirmed its position as a professional humanitarian organization with a wide network and close relationships with domestic and international organizations; has many strengths in social work,

voluntary blood donation mobilization, first aid, emergency relief, international cooperation in the humanitarian work, communication of humanitarian values... The above fundamental factors are a solid foundation for VNRC to continue to develop and better organize humanitarian activities in the coming years.

However, VNRC is also facing many challenges: i) Innovative thinking on the operational content and methods at all levels of VNRC, the application of information technology, especially at the central level has not kept up with the rapid changes of the situation, not close to the urgent humanitarian issues in the localities; ii) The organizational structure, personnel, and financial mechanism of VNRC continue to have great changes in the context that the guidelines of the Party, policies and laws of the State on mass organizations are increasingly improved; iii) State management of humanitarian and charity activities is still inadequate. Many organizations and individuals participate in humanitarian and charitable activities at different scales, causing overlapping, dispersion of resources, and reduced coordination with VNRC.

## **II. OBJECTIVES, TARGETS, TASKS OF AND SOLUTIONS TO VNRC'S WORK AND THE RED CROSS MOVEMENT FOR THE PERIOD OF 2022 - 2027**

The development strategy of VNRC to 2030, with a vision to 2045, defines that building a lean and strong VNRC; developing partnerships in humanitarian activities and advising on completing policies related to the organization and activities of VNRC are *key tasks*; social work in the humanitarian field; propagating humanitarian values is a *fundamental and influential task*; participating in disaster prevention and response, building safe communities; taking care of health, mobilizing voluntary blood donations, donating tissues and organs are *fundamental tasks*; expanding the number of volunteers; organizing first aid activities; providing services to generate income are *breakthrough tasks*.

To perform the above tasks, and based on the results of the work of VNRC and the Red Cross movement for the 10<sup>th</sup> tenure and the actual situation in the coming years, during the 11<sup>th</sup> tenure, VNRC aims to well implement the following basic tasks:

**1. Objective:** To build VNRC to be a stronger and stronger organization, effectively promote the core role in humanitarian work, practically help people in difficult circumstances and vulnerable people rise up in life, actively implement social security policies of the Party and State, jointly build a compassionate community, actively contribute to the International Red Cross and Red Crescent Movement.

### **2. Eight basic targets:**

- 100% of chapters of VNRC will implement the movement: "*Good people, good deeds - Working together to build a compassionate community*".

- Manage and support at least 500,000 "*addresses for humanitarian assistance*" for 5 years, of which 50% of "*addresses for humanitarian assistance*" are updated on the iNHANDAO system, at least 2/3 of "*addresses for humanitarian assistance*" will be supported by organizations and individuals outside VNRC.

- Support 01 million poor and disabled children in the program "*Nutrition for poor and disabled children*"; provide fishermen working on 90,600 fishing boats and 1,300 fishing households with "*humanitarian shelters*" in the program "*Safety for poor and disadvantaged fishermen*".

- 63/63 chapters will have at least 01 volunteer team for Red Cross first aid and disaster prevention and response, with 3-5 trainers/facilitators.

- 100% of VNRC levels will develop a reserve blood donation team/force, ensure a sufficient source of blood donors for emergency and local treatment of patients, and integrate dissemination on tissue and organ donation.

- 50% of chapters will establish Red Cross Fund according to regulations; 100% of VNRC levels will guarantee to reserve money and relief goods at the necessary level according to the regulations of VNRC's Central Executive Committee; The value of resources mobilized by each level of VNRC increases by at least 5% per year.

- 100% of VNRC's staff at all levels (including full-time and part-time staff) will receive professional training on VNRC's work and the Red Cross movement; periodically updated information and knowledge about VNRC and digital transformation; 100% of volunteer team leaders will receive professional training on related fields.

- Strive to increase the number of Red Cross members and volunteers by 5% in 5 years; at least 2/3 of the members and volunteers will be managed by a unified software by 2027; 100% of VNRC levels will develop a network of appropriate volunteer groups in the localities.

### **III. BREAKTHROUGHS; MAJOR MOVEMENT; KEY CAMPAIGN; KEY SCHEMES AND PROGRAMS**

During the 11th tenure, in addition to regular activities, VNRC will focus on vigorously implementing two breakthroughs, one major movement, one major campaign, two key programs and two projects as follows:

#### **1. Two breakthroughs:**

- Advocate for policies related to the organization and activities of VNRC; collaborate with the Vietnam Fatherland Front and its member organizations to assume the prime responsibility for developing a coordination mechanism in humanitarian activities.

- Strongly develop the volunteer force; form a network of volunteer groups in agencies, organizations, enterprises and religious organizations.

#### **2. One major movement and one major campaign:**

- The main goal of the **Movement: "*Good practices, kindhearted people - Together for a solidarity community*"** is to constantly multiply the examples of good people and good deeds in each agency, school, organization, enterprise, community, thereby contributing to the formation of compassionate behavior in the society.

- The campaign "***Each organization, each individual assist one humanitarian address***" continued to be widely organized as a fundamental activity of each level of

VNRC with the strong support of information technology and engagement of agencies, organizations, businesses, communities, schools, the private sector; ensure support and advocacy for support for the majority of "*addresses for humanitarian assistance*" in VNRC's database; Identify "*poor and disadvantaged fishermen*", "*poor and disabled children*" as "*addresses for humanitarian assistance*" in this Campaign in the areas where the program is implemented.

### **3. Key programs:**

- **The program "*Safety for poor and disadvantaged fishermen*"** aims to improve working conditions, safety and livelihoods for poor and disadvantaged fishermen in 291 extremely difficult communes, island areas in 23/28 coastal provinces and centrally-run cities. Main activities of the program: i) Provide support in terms of working conditions and means for poor and disadvantaged fishermen on ships, boats and on land; ii) Provide support in terms of knowledge and skills for poor and disadvantaged fishermen; iii) Engage fishermen in planting mangroves, protecting the environment, adapting to climate change.

- **Program "*Nutrition for poor and disabled children*"** aims to provide nutrition support and improve learning and living conditions for poor and disabled children in the northern mountainous areas, the Central Highlands, and the Southwest region, concentrated child rearing facilities in 27 provinces and centrally-run cities (including 26 provinces and centrally-run cities under the Program "*Accompanying women in border areas*" and Hoa Binh province). Main activities of this program include: i) Nutritional support and improvement of learning and living conditions for 01 million poor and disabled children at schools and concentrated child rearing facilities; ii) Support to build and operate the model of "*Clean kitchen, delicious rice*" in 250 places of day-boarding and boarding schools in extremely difficult communes in mountainous and border areas; iii) Communication on nutrition, food safety, care for children with disabilities for 04 million people taking care of children at home, school and concentrated child rearing facilities.

### **4. Major schemes:**

- **The Scheme "*Raising public awareness on accident and injury prevention and organizing community-based first aid activities*"** has the following main activities: i) Propagating and raising people's awareness about accident and injury prevention and first aid skills; ii) Training the Red Cross first aid force (including volunteers, guides, first aid trainers); iii) Organize first aid squad and consolidate and develop Red Cross first aid stations and points.

- **The Scheme "*Building a community-based vulnerable eldercare model*"** includes the following main activities: i) Providing training of social workers/eldercare workers; ii) Piloting and replicating the community-based eldercare model (including service activities); iii) Building an eldercare facility under VNRC.

## **IV. BASIC TASKS AND SOLUTIONS**

### **1. Enhancing communication about humanitarian values and VNRC:**

- Regularly propagate the Party's guidelines, the State's policies and laws on humanitarian work and VNRC, on the need to promote the core role of VNRC in humanitarian work, thereby raise awareness of all levels, sectors and society about the Red Cross. Strengthen dissemination on International Humanitarian Law, the

Emblem and 7 Basic Principles of the International Red Cross and Red Crescent Movement; supervise the use of the Red Cross Emblem, and at the same time coordinate with competent state agencies to manage and guide the correct use of the Red Cross Emblem in Vietnam.

- Advocate party members, civil servants, public employees, workers, pupils and students studying and practicing cultural and compassionate lifestyles in agencies, organizations, enterprises, schools and community; coordinate in discovering, guiding the introduction of "*Every week comes with an example of good people and good deeds*" in collective activities / teamwork briefings / flag-raising ceremony in agencies, organizations, schools and enterprises (where VNRC is present or there is cooperation with VNRC). Cooperate in building community happiness index and pilot building model of compassionate community in each emulation cluster; periodically coordinate in organizing the awarding of "*Good people, good deeds*" and publish the book "*Good people, good deeds*" annually.

## **2. Improve the effectiveness of humanitarian work and participate in disaster prevention and response:**

### ***2.1. Humanitarian work:***

- Continue to organize the Movement: "Tet of Kindness" (inherited from the Movement "*Tet for the poor and victims of Agent Orange*") with a focus on strongly developing at all levels of VNRC the following models: "*Tet Fair of Kindness*", "*Tet Supermarket of Mercy*", humanitarian market, community humanitarian activities..., creating conditions for people in difficult circumstances, vulnerable people to exercise their rights and to join the event with respect and sharing.

- Innovate and effectively organize the campaign "*Each organization, each individual assist one humanitarian address*".

- Advise on effective organization of the annual "*Humanitarian Month*", which means the peak month for agencies, organizations, businesses, benefactors and all classes of people to promote humanitarian work under the leadership of the Party, the direction and involvement of the government, the participation and response of mass organizations.

- Continue to flexibly deploy the project "*Cow Bank*", "*Red Cross House*" in appropriate and needy areas; replicate effective social work models, and at the same time develop a new model of social work according to the needs of humanitarian assistance at the grassroots; build and pilot community development activities, social work service models towards organizing the provision of social work services in humanitarian activities.

### ***2.2. Disaster prevention and response:***

- Proactively propagate and coordinate in disseminating knowledge and skills of disaster prevention and response to people in the community, especially the elderly, people with disabilities, pregnant women and women with young children; combine dissemination with provision of knowledge and skills on environmental protection, develop livelihood models to adapt to climate change.

- Strengthen training of VNRC staff and members of disaster response teams, and Red Cross volunteers on procedures, knowledge and skills for disaster prevention and response.

- Continue to advocate for the implementation of the Project: "*Building safe communities in adaptation to climate change*". Pilot deployment and replication of financial support model based on forecasts and warnings.

### **3. Active engagement in people's health care, community-based first aid, blood donation, and tissue and organ donation:**

#### ***3.1. People's health care and community-based first aid:***

- Promote the provision of health care support for people in emergency situations (natural disasters, pandemics and serious incidents), pilot implementation of psychological support and health counseling activities in the community.

- Strengthen activities to disseminate knowledge and skills in health care, accident and injury prevention and first aid; develop first aid training programs and materials suitable to different subjects, regions and needs on the basis of first aid training documents and programs approved by the Ministry of Health; build first aid training software to organize onsite and online first aid training according to needs.

- Continue to organize free medical examination, health consultation, and medicine supply in needy areas, especially in emergency situations and areas after natural disasters; strengthen VNRC's humanitarian medical examination and treatment facilities.

#### ***3.2. Mobilization of blood donation, tissue donation, and human body organ donation:***

- Continue to do communication, improve relevant documents and diversify forms and communication channels on blood donation, tissue and organ donation; integrate blood donation mobilization activities into dissemination on tissue and organ donation; increase mobilization of component blood donation (erythrocytes, platelets, plasma...).

- Focus on reviewing, consolidating and developing the forces of voluntary blood donors (Live Blood Bank/Preparatory Blood Donor Club, Club 25, Club of People with Rarest Blood Type), ensuring a sufficient source of safe blood donors for emergency and treatment. Strengthen training on blood, tissue and organ donation for staff and volunteers of VNRC.

- Periodically organize/coordinate to organize campaigns, major communication events and honor collectives and individuals with outstanding achievements in the field of voluntary blood, tissue and organ donation.

- Develop Red Cross blood donation facilities (blood donation centers/points). Apply digital technology in blood, tissue and organ donation.

### **4. Improving the effectiveness of humanitarian diplomacy and resource mobilization:**

#### ***4.1. Enhancing the quality and efficiency of humanitarian diplomacy:***

- Continue to strengthen and develop bilateral and multilateral cooperation relationships with partners inside and outside the International Red Cross and Red

Crescent Movement, giving priority to developing cooperation with National Societies of the Red Cross and Red Crescent Movement in neighboring countries, ASEAN countries, countries with important positions in the foreign policy of the Party and State, United Nations organizations and foreign enterprises operating in Vietnam.

- Actively mobilize projects/sponsors from the government, international organizations, non-governmental organizations, organizations belonging to the International Red Cross and Red Crescent Movement..., while actively supporting people of other countries seriously affected by natural disasters, armed conflicts...

- Propose ways of coordinating with the National Red Cross Societies of countries in the region in implementing capacity building, humanitarian assistance activities; connecting and mobilizing resources in businesses, organizations and individuals overseas and Vietnamese overseas.

#### ***4.2. Comprehensively strengthening the efficiency of resource mobilization:***

- Continue to raise awareness of VNRC at all levels about resource mobilization; regularly update knowledge, information and skills, share models and experiences in resource mobilization to VNRC staff at all levels; strengthen the apparatus, improve the quality of resource mobilization staff at the central and provincial levels.

- Research and disseminate effective domestic and international resource mobilization models and experiences; diversify and maximize effective resource mobilization methods.

- Direct and advocate mechanisms for the establishment of the Red Cross Operational Fund according to regulations in the chapters of VNRC; properly manage mobilized resources at all levels of VNRC.

- Apply digital technology, advocate for policies for resource mobilization of VNRC; pilot the organization and development of appropriate revenue-generating service models (first aid skills training services, community-based care for the elderly and disabled, some blood services, etc.). Actively develop projects suitable to the functions, tasks and capabilities of VNRC to contribute to socio-economic development in each locality.

- Coordinate with relevant government authorities to pilot the financial autonomy plan at specific VNRC levels; learn from and replicate good practices.

### **5. Consolidate and improve the capacity of VNRC system:**

#### ***5.1. Consolidate the organizational system and personnel of VNRC:***

- Strengthen the organization of VNRC from the central to the grassroots level; clearly define the functions and tasks of each level of VNRC; ensure smooth, responsive, timely, professional and effective operation, especially in an emergency situation.

- Continue to enhance VNRC's specialized agencies at the central and provincial level in the direction of streamlining, compactness, appropriateness, synchronization and unity.

- Provide professional, updated and advanced training for VNRC's staff, volunteers, collaborators working in specialized agencies of VNRC, in which focus

on training to improve capacity for humanitarian advocacy; policy advocacy; resource mobilization; persuasion and coordination of agencies, organizations and individuals in humanitarian and charity activities.

- Maximize the role of VNRC's Training Center in advising and coordinating the reskilling and upskilling of VNRC's staffs at all levels and researching basic issues about VNRC; continue to develop and complete the training curricula and materials on VNRC's work and the Red Cross movement.

- Coordinate with competent agencies of the Party and Government in formulating regulations on the organization, apparatus, functions and tasks of VNRC; ensure consistency, synchronization; and overcome the overlap, inadequacy; stipulate the framework of the specialized apparatus and staffing of VNRC from the central to the district level.

- Advise/coordinate with the Party and State on VNRC's staff policies; provide guidance towards the stages in VNRC's staffing work; guide the working mechanism and specific responsibilities of VNRC's key part-time personnel at grassroots and district levels.

- Uniformly promulgate and implement the followings in VNRC system: Regulations on VNRC's staff and the Code of Conduct of VNRC's staff and guidance for VNRC's staff to comply with these codes of conduct.

## ***5.2. Taking care of the activities of Red Cross members, volunteers, youth:***

- Continue to develop membership, review the number of members annually; strengthen membership management by using unified software throughout VNRC system; strictly implement the collection and use of membership fees according to regulations; well take care of the interests of members; honor and reward members.

- Develop the volunteer force in the fields of VNRC's work and the Red Cross movement at all levels of VNRC; annually review the number and enhance the management of volunteers with the unified software in the system; promulgate regulations on the use of volunteers and collaborators working in specialized agencies of VNRC; honor and reward volunteers; cooperate in volunteer work with relevant agencies and organizations at home and abroad; form mechanisms for attracting, connecting, coordinating activities; honoring and rewarding individuals and groups of volunteers who participate in movements/campaigns organized by VNRC.

- Strengthen the organization of Red Cross youth activities in schools and residential areas through diverse and practical humanitarian activities suitable to the capacity and needs of the youth. Through activities of Red Cross youth to educate young people, train and supplement future members and volunteers of VNRC; Closely coordinate and maximize the mechanism, facilities and human resources of the Education and Training sector and the Youth Union in activities of Red Cross youth.

## **6. Innovation of leadership and direction of VNRC at all levels:**

### ***6.1. Improving the responsibility and effectiveness of the leadership and direction of VNRC at all levels:***

- Enhance the innovation in the direction and administration of VNRC at all levels according to the motto: "*Quickly, promptly, professionally, effectively respond*



those in difficult circumstances and vulnerable people in the society; be determined to successfully realize the Resolution of the 11th National Congress, contributing to the effective implementation of social security policies of the Party and State of Vietnam.

XTH TENURE'S CENTRAL EXECUTIVE COMMITTEE